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THE IMPACT OF LOGISTICS PROCESSES ON THE EFFECTIVENESS OF ENTREPRENEURIAL DECISION-MAKING IN THE TOURISM SECTOR

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ВПЛИВ ЛОГІСТИЧНИХ ПРОЦЕСІВ НА ЕФЕКТИВНІСТЬ ПІДПРИЄМНИЦЬКИХ РІШЕНЬ У СФЕРІ ТУРИЗМУ

Given the dynamic nature of the tourism market, the effectiveness of entrepreneurial decisions increasingly depends on the quality of logistics process management. Accordingly, the aim of this article is to systematically examine the influence of logistics processes on the effectiveness of entrepreneurial decisions in tourism activities. The study emphasizes that logistics processes in the tourism sector are a key determinant of both the effectiveness of entrepreneurial decisions and the successful operation of enterprises, including tour operators, travel agencies, hotel complexes, transport companies, and excursion service providers. Furthermore, the authors demonstrate that tourism logistics extends beyond the classical operational function, providing the informational foundation for management. Systematizing data on demand, route occupancy, accommodation availability, and service costs enables management to plan and forecast activities, minimize risks and expenses, and increase enterprise profitability. The study also confirms that, overall, logistics processes-including transport logistics, placement logistics, service and support logistics, information logistics, material and technical logistics, and financial logistics-integrate the activities of different departments and partners into a unified system for creating the tourism product. This integration ensures coordination and synchronization of actions through interaction platforms, booking systems, resource management, and quality control mechanisms. It is demonstrated that the managerial function of logistics manifests through resource allocation, priority setting, and control over the execution of planned processes, thereby ensuring enterprise stability and the ability to respond rapidly to changes in the market environment. Logistics directly influences strategic decisions, facilitates

route optimization, the selection of reliable partners, the implementation of digital management systems, and the creation of long-term competitive advantages. In this context, prospects for further research lie in developing methodological tools for the quantitative assessment of the impact of individual logistics components on the performance indicators of entrepreneurial decisions in tourism, as well as in modeling integrated logistics systems that account for digitalization, platformization, and risk-oriented management under conditions of an unstable market environment.

Враховуючи динамічність ринку туризму ефективність підприємницьких рішень дедалі більше залежить від якості організації логістичних процесів. Відтак метою статті є системне вивчення особливостей впливу логістичних процесів на ефективність підприємницьких рішень у туристичній сфері. У межах дослідження звернено увагу на той факт що логістичні процеси є визначальним фактором ефективності підприємницьких рішень та успішного функціонування туроператорів, турагентств, готельних комплексів, транспортних компаній та підприємств екскурсійного обслуговування. Крім того, доведено, що логістика у сфері туризму виходить за межі класичної операційної функції, оскільки забезпечує інформаційну основу менеджменту. Систематизація даних про попит, завантаженість маршрутів, наявність місць у засобах розміщення та витрати на обслуговування дозволяє керівництву планувати та прогнозувати діяльність, мінімізувати ризики, витрати та підвищувати прибутковість підприємства. За результатами дослідження також констатовано, що в цілому логістичні процеси (зокрема, транспортна логістика, логістика розміщення, логістика обслуговування та підтримки, інформаційна логістика, матеріально-технічна логістика, фінансова логістика) інтегрують діяльність різних підрозділів та партнерів у єдину систему створення туристичного продукту, забезпечуючи координацію та синхронізацію дій через платформи взаємодії, бронювання, спільного управління ресурсами та контролю якості обслуговування. Доведено, що управлінська функція логістики проявляє себе через розподіл ресурсів, визначення пріоритетів та контроль процесів, що забезпечує стабільність роботи підприємства та здатність швидко реагувати на зміни ринкового середовища. Логістика безпосередньо впливає на стратегічні рішення підприємств, сприяє оптимізації маршрутів, вибору надійних партнерів, впровадженню цифрових систем управління та формує довгострокові конкурентні переваги. У цьому контексті перспективи подальших досліджень полягають у розробленні методичного інструментарію кількісного оцінювання впливу окремих складових логістики на показники ефективності підприємницьких рішень у туризмі, а також у моделюванні інтегрованих логістичних систем з урахуванням цифровізації, платформізації та ризик-орієнтованого управління в умовах нестабільного ринкового середовища.

Key words: entrepreneurial decisions, logistics processes, tourism sector, resource allocation, service, competitive advantages.

Ключові слова: підприємницькі рішення, логістичні процеси, туристична сфера, розподіл ресурсів, сервіс, конкурентні переваги.

PROBLEM STATEMENT

Considering the dynamic nature of the tourism market, the effectiveness of entrepreneurial decisions increasingly depends on the quality of logistics process organization. According to the World Travel & Tourism Council, in 2024, more than 70% of the operating costs of tourism enterprises were associated with transportation, booking, information support, and service coordination. Under such conditions, optimizing flows of resources, services, and information becomes a key factor in enhancing the competitiveness of tourism enterprises.

Logistics in tourism covers a wide range of processes — from route planning and tourist transportation to managing information flows, bookings, partner coordination, and ensuring an appropriate level of service. The World Travel & Tourism Council notes that the rational design of logistics systems in 2024 contributed to cost reductions averaging 10—25%, risk minimization, and an increase in customer

service speed by 15—30%, ultimately improving the quality of managerial and entrepreneurial decision-making.

Thus, the relevance of this study is driven by the need to identify effective approaches to managing logistics processes in the context of economic digitalization and the transformation of the tourism market. The use of modern information technologies, automated management systems, and analytical tools opens new opportunities to enhance the soundness of decisions and build sustainable competitive advantages for tourism enterprises.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The study of the features and challenges of implementing logistics processes in the tourism sector has been addressed by scholars such as Prochan A. O. [5], Tarasiuk H. M. [6], Sereda N. M. [4], Kozhukhovska R. B. [3], and Marusey T. [2]. In particular, these researchers

focused on optimizing transport and service flows, improving the efficiency of tourism resource management, and integrating modern information technologies into logistics processes. They emphasized that the successful organization of logistics in the tourism sector directly affects service quality, economic efficiency of enterprises, and the competitiveness of tourism products in the market.

At the same time, the influence of logistics processes on the effectiveness of entrepreneurial decisions in tourism activities has been insufficiently studied. This has created a scientific gap that necessitates further research and systematic analysis, as it hinders the development of strategically informed managerial decisions in the tourism sector.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The aim of the article is to systematically examine the impact of logistics processes on the effectiveness of entrepreneurial decisions in tourism activities.

THE PAPER MAIN BODY

Within the study, the authors emphasize that, conceptually, logistics processes in tourism enterprises should be viewed as a set of organizational, transport, information, and service activities aimed at effective planning,

coordination, and management of flows of tourists, resources, and services to ensure the seamless functioning of the tourism product. In this context, the main components of logistics processes in tourism include [2; 5—6]:

— Transport logistics encompasses organizing tourist transportation via various modes, optimizing routes, allocating transport resources, and controlling travel costs and time.

— Accommodation logistics, including the management of room bookings and planning occupancy levels of accommodation facilities.

— Service and support logistics encompass the coordination of excursions, catering, transfers, insurance, and cultural or sports programs.

— Information logistics, namely the collection, processing, and analysis of data for managerial decision-making.

— Material and technical logistics, including the provision of necessary resources for tourist services, such as food supplies, equipment, and comfort amenities.

— Financial logistics involves controlling costs at all stages of tourism product delivery, budget optimization, and ensuring economic efficiency.

Only the coordinated operation of all these processes allows tourism enterprises to achieve the effectiveness of entrepreneurial decisions in the tourism sector (see Fig. 1).

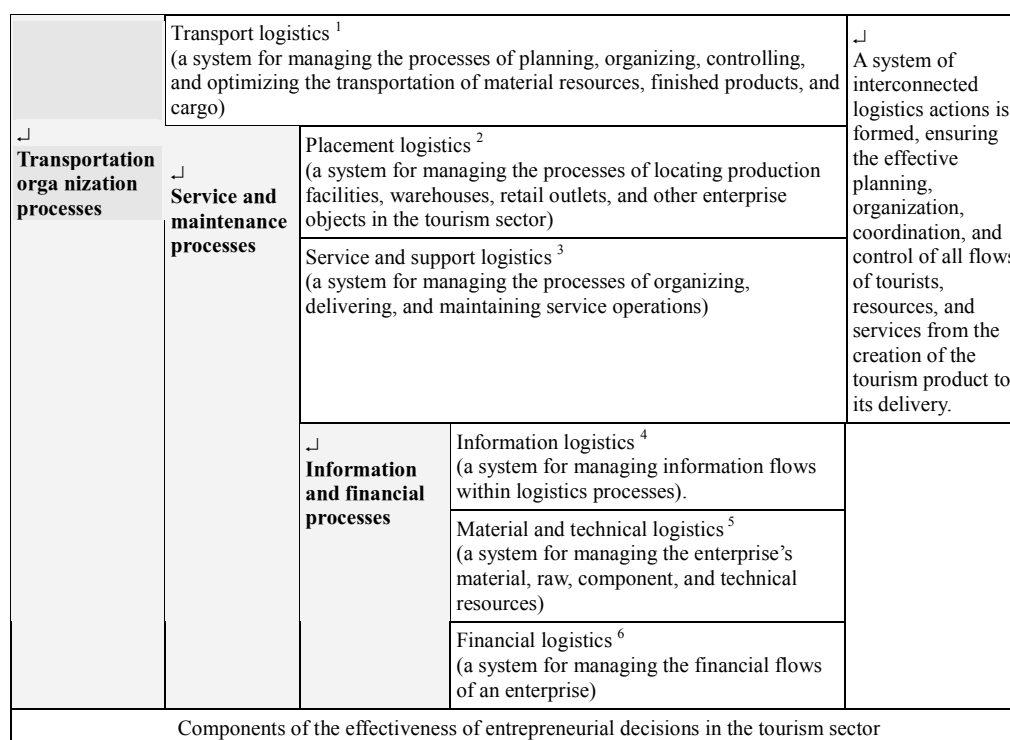


Fig. 1. The logistics system and the components of the effectiveness of entrepreneurial decisions in the tourism sector

Notes:

1. Aimed at ensuring timely delivery, minimizing costs, and efficient use of transport resources.
2. Aimed at ensuring optimal use of space, reducing material handling costs, and improving the efficiency of logistics operations.
3. Aimed at ensuring timely, high-quality, and efficient satisfaction of consumer needs in the support of goods, equipment, or services throughout their entire life cycle.
4. Aimed at ensuring timely, accurate, and complete collection, processing, transmission, and use of data for effective coordination of material, financial, and service flows.
5. Aimed at ensuring timely supply, storage, movement, and use of resources with minimal costs and required quality for the continuity of production and business processes.
6. Aimed at ensuring timely, optimal, and economically efficient movement of cash in supply, production, sales, and service processes to enhance enterprise performance and financial stability.

Source: created by the authors based on [2; 5].

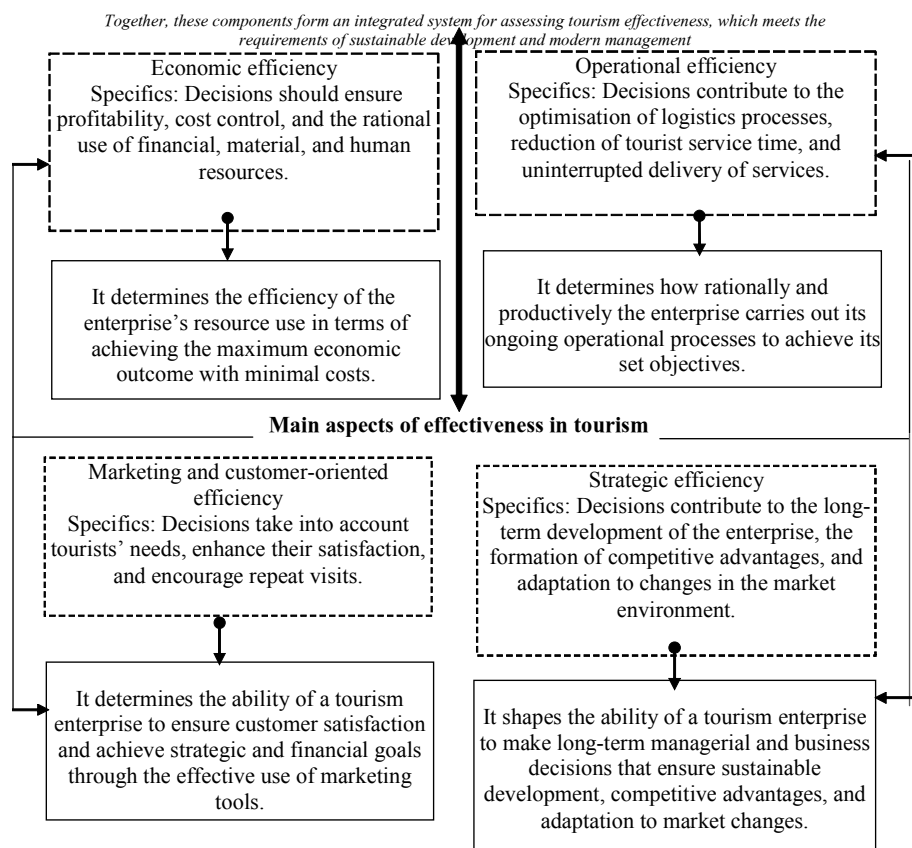


Fig. 2. Systematization of the main aspects of effectiveness in tourism

Source: created by the authors based on [2—3; 6].

At the same time, it should be noted that effectiveness should be understood specifically as an indicator of how much the management or business decisions made contribute to achieving the goals of the tourism enterprise while ensuring optimal use of resources.

In this context, the main aspects of effectiveness in tourism should encompass economic efficiency, operational efficiency, marketing— and customer-oriented efficiency, and strategic effectiveness (see Fig. 2).

tate timely, well-founded, and strategically balanced decision-making (see Tab. 1).

In fact, logistics in the tourism sector goes beyond a purely operational function and directly influences enterprise management processes and the quality of decision-making.

Primarily, it provides the informational foundation for management: through systematic data on demand, route occupancy, availability of accommodation, and service

This is due to the fact that tourism activities are multidimensional, and their performance cannot be adequately assessed solely by financial indicators. For example, the decision to implement a digital room booking system at Fairmont Grand Hotel Kyiv proved to be effective: in 2023, it simultaneously reduced administrative costs by 13%, increased the speed of customer service by 16%, and raised the enterprise's overall profit by 20%.

Therefore, we agree with Marusya T. that the influence of logistics processes on entrepreneurial decision-making is a key factor for the successful operation of tourism enterprises, including tour operators, travel agencies, hotel complexes, transport companies, excursion service providers, and other organizations involved in creating and delivering tourism products [2].

First and foremost, the modern tourism market is characterized by high competition, rapidly changing consumer demands, and increasing expectations for service quality.

Table 1. General characteristics of the tourism market

Characteristics	Features of the characteristics	Specific features in the tourism market	Impact of logistics on the tourism market
Level of competition	High competition	Intensified competition for customers between tour operators and travel agencies; expansion of the range of tourism products; use of digital promotion channels; implementation of loyalty programs; increased importance of brand and reputation; focus on unique offers and additional services.	Logistics serves as a means of route optimization, efficient resource planning, and tourist flow management, as well as a tool for improving service quality and competitiveness.
Changing consumer needs	Rapid shifts	Growing demand for individualized travel programs, short-term trips, online booking, flexible cancellation policies, and safe travel formats	Logistics makes it possible to quickly adapt services to changing tourist needs, implement digital booking systems, flexible transportation schemes, and customer flow management, and enhance operational efficiency and convenience.
Increasing service quality requirements	Rapidly increasing requirements	Needs for fast service, transparent information, comfortable transportation and accommodation, high level of service, and 24/7 customer support	Logistics management ensures the integration of services and the control of transportation and accommodation quality. The use of information systems in logistics increases responsiveness to customer requests and supports a high level of service.

Source: created by the authors based on [4; 6].

Table 2. Characteristics of the information base for management formed by logistics processes

Information aspect	Data content forming the information base	Managerial capabilities	Outcome for the enterprise
Demand data	Information on booking numbers, seasonal fluctuations, and popularity of destinations	Strategic and operational planning of tourism products, adjustment of offerings	Improved alignment of services with customer needs, increased profitability
Route occupancy	Data on transportation intensity and use of transport resources	Route optimization, selection of efficient carriers, rational scheduling	Cost reduction and increased logistics efficiency
Availability of accommodation	Up-to-date information on hotel and other accommodation occupancy	Forecasting accommodation capacity, timely conclusion of partnership agreements	Minimization of customer refusals and improvement of service quality
Service costs	Data on transport, organizational, and related expenses	Budgeting, cost control, determination of economically feasible solutions	Improved financial performance and competitiveness

Source: created by the authors based on [3; 6].

costs, management can carry out well-founded planning and forecasting of activities (Tab. 2). For example, analyzing data on hotel and transport occupancy enables management to timely adjust tour offerings and create optimal routes, thereby enhancing planning efficiency. Additionally, rational management of resources-such as transportation, staff, and material and technical support-helps minimize costs and increase the profitability of a tourism enterprise.

The examples outlined demonstrate that systematizing such information creates a reliable analytical foundation for management, facilitates well-founded planning and forecasting of enterprise activities, reduces uncertainty, and ensures the selection of effective development strategies [1].

It should also be noted that logistics integrates the activities of various departments and partners-transport providers, hotels, insurance companies, and excursion services-into a single system for creating a tourism product, with the following key elements [5]:

1. Interaction platform between the enterprise's internal departments and external partners (including hotels, transport providers, excursion agencies, and insurance companies). This component creates an environment in which all processes are synchronized.

2. Booking and data exchange platform for availability of accommodations, transport schedules, and resource status, enabling informed managerial decision-making.

3. Resource utilization platform ensuring timely and efficient use of transport vehicles, hotel rooms, staff, catering, and other necessary resources.

4. Service quality monitoring platform for tracking tourist service standards, adherence to schedules, and operational norms, allowing for prompt response to disruptions.

It should be noted that, conceptually, logistics is a component of the organizational and information network that integrates all logistical links of a tourism enterprise and its partners to ensure the most efficient delivery of the tourism product to the client, without delays or resource

losses. For example, implementing a digital room booking system in a hotel simultaneously optimizes resources, reduces service time, and increases customer satisfaction.

Such coordination represents a managerial function, as it involves:

- Resource allocation by determining which resources (transport vehicles, personnel, hotel rooms, excursion equipment, finances) and in what quantities will be used to deliver a specific tourism product.

- Priority setting by establishing the sequence of task execution, allowing for the most efficient use of resources and meeting the most critical market needs.

- Process control by monitoring actual resource use, adherence to transport schedules, bookings, and service delivery.

The consistency of these actions (see Tab. 3) determines the stability of a tourism enterprise's operations and its ability to respond rapidly to changes in the market environment.

It should be noted that a key proof of logistics' managerial role is its impact on strategic decision-making [4]. Route optimization, selection of reliable partners, and the implementation of digital systems for booking and

Table 3. Logistics elements ensuring the stability of tourism enterprises and their ability to respond rapidly to market changes

Coordination element	Description: ensuring the stable operation of the enterprise	Practical significance for the tourism enterprise
Resource allocation	Determining which resources (transport, personnel, hotel rooms, excursion equipment, finances) and in what quantities will be used to deliver a specific tourism product	Ensures rational use of resources, minimizes over- or underutilization, and increases service delivery efficiency
Priority setting	Establishing the sequence of task execution, e.g., prioritizing clients with early bookings or popular tourist destinations	Allows effective satisfaction of key market needs and optimal resource utilization
Process control	Monitoring actual resource use, adherence to transport schedules, bookings, and service delivery; timely identification and elimination of disruptions	Ensures uninterrupted operation of the logistics system, improves service quality, and reduces the risk of process failures

Source: created by the authors based on [1; 6].

managing customer flows create long-term competitive advantages for the enterprise. In fact, logistics determines economic performance by helping to reduce costs, improve service quality, and strengthen the company's reputation.

For example, in 2022, the tourism company Anex Tour implemented a digital system for booking rooms and excursions, integrated with data on hotel occupancy and partner transport availability. By 2023, this enabled management to automatically optimize transport routes, prevent vehicle overloading, and ensure timely hotel placement for tourists. Thanks to this approach, the company reduced annual logistics costs by 30%, shortened customer service time by 10%, and increased tourist satisfaction. In the long term, this creates competitive advantages, as Anex Tour's management can rapidly respond to changes in demand and efficiently utilize available resources.

Therefore, logistics processes in tourism should be considered not only as a tool for organizing operational activities but also as a critical component of the managerial process, providing information support for decision-making, coordinating business processes, and enabling the strategic development of enterprises in the sector.

CONCLUSIONS

The study highlights that logistics processes in the tourism sector are a key determinant of the effectiveness of entrepreneurial decisions and the successful operation of enterprises, including tour operators, travel agencies, hotel complexes, transport companies, and excursion service providers.

Furthermore, the authors demonstrate that tourism logistics extends beyond the classical operational function, providing the informational foundation for management. The systematization of data on demand, route occupancy, accommodation availability, and service costs enables management to plan and forecast activities, minimize risks and expenses, and increase enterprise profitability.

The study also confirms that, overall, logistics processes—including transport logistics, placement logistics, service and support logistics, information logistics, material and technical logistics, and financial logistics—integrate the activities of various departments and partners into a unified system for creating the tourism product. This integration ensures coordination and synchronization of actions through interaction platforms, booking systems, resource management, and quality control mechanisms.

It is demonstrated that the managerial function of logistics manifests through resource allocation, priority setting, and control over the execution of planned processes, ensuring enterprise stability and the ability to respond rapidly to changes in the market environment. Logistics directly influences strategic decisions, facilitating route optimization, the selection of reliable partners, the implementation of digital management systems, and the creation of long-term competitive advantages.

Thus, logistics in tourism is not only a tool for organizing operational activities but also a fundamental

component of the managerial process, providing information support for decision-making, coordinating business processes, and enabling the strategic development of tourism enterprises.

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